

Building Your Team

How to create a high performing drug court
team

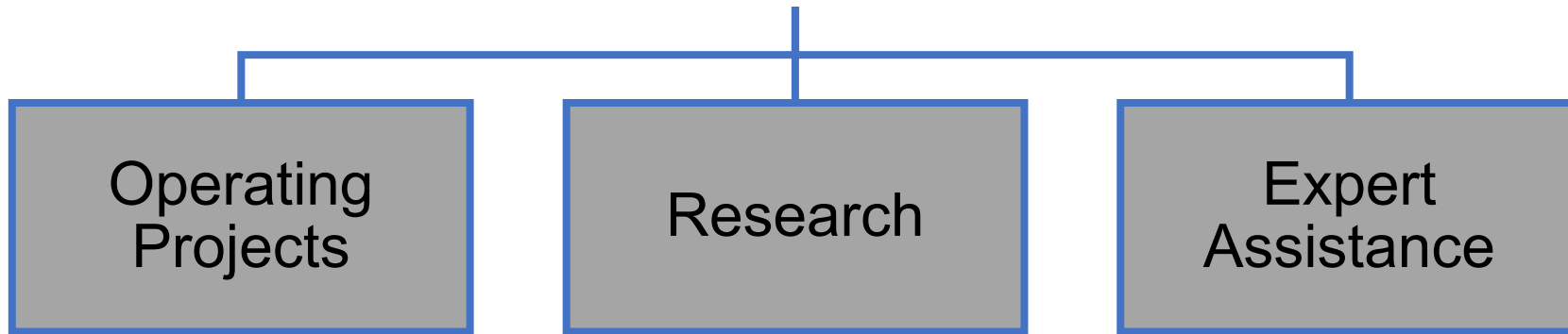
**Council of Accountability Court
Judges Conference**

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**Center
for
Court
Innovation**



Mission

Reduce Crime

Aid Victims

Strengthen Communities

Improve Trust in the Justice System



Today's Objectives

1. Describe who should be on the team
2. Understand the roles and responsibilities of each team member
3. Illustrate why these team members are important to success

Multidisciplinary Team

A dedicated multidisciplinary team of professionals manages the day-to-day operations of the Treatment court, including reviewing participant progress during pre-court staff meetings and status hearings, contributing observations and recommendations within team members' respective areas of expertise, and delivering or overseeing the delivery of legal, treatment and supervision services.

Team Members



Team members will come with different backgrounds and perspectives.



Understanding and accepting of these differences is important for effective communication.

A group of ten blue silhouettes of people in business attire, standing in a line against a black background. The silhouettes are of various heights and builds, representing a diverse team. A circular callout box is positioned on the left side of the group.

Your Core
Team

Core Team Structure



No more than 8 people



Common understanding
of purpose



Understanding of all
team members roles

Memorandums of Understanding

- Policy and Procedures should be WRITTEN.
- Include MOUs for each team role including:
 - Role
 - Responsibility
 - Ethics
- All team members should have the MOUs for each team role.

Judge – Role

The Judge leads the drug court team.

The Judge listens to all views, but makes the final decisions.



Judge - Responsibilities

- Leads the team
- Participates in staffing meetings
- Stays abreast of issues through professional training
- Consistent presence
- Knows clients and cases
 - Knows their name and case status
 - Treats them fairly – uses procedural justice
 - Spends time on each case in court (minimum 3 minutes)

Research Shows

Judge spends an average of 3 minutes or greater per participant during status review hearings

Recidivism ↓ 153% Costs Savings ↑ 36%

The judge was assigned to treatment court on a voluntary basis

Recidivism ↓ 84% Costs Savings ↑ 4%

The judge's term is indefinite

Recidivism ↓ 35%

Costs Savings ↑ 17%

Coordinator

- Oversees budget and grant writing
- Oversees data collected and guides the team towards data driven decision making
- Facilitates communication between the team members and partners
- Ensures policies and procedures are maintained
- Schedules court sessions and staff meetings
- Trains and orients new team members
- Participates in team meetings

Prosecutor

- Reviews cases for legal eligibility
- Advocates for public safety and the victim's interests
- Non-Adversarial
 - Works *with* defense counsel to promote participants' due process rights
- Is aware of participants other pending cases and helps to resolve
- Attends staffings
- Enforces compliance
- Actively attends training related to drug court

Research Shows

Prosecutor attends court sessions

Recidivism ↓ 35%

Prosecutor attends staffing

Costs Savings ↑ 171%

Defense Counsel

- Advocates for participant's interests
 - Represents the client not the team
- Facilitates participant entry
- Non-Adversarial
 - Works *with* prosecutor in negotiation of plea agreements
- Attends staffings
- Encourages full participation
- Mitigates non-compliance/advocates for exceptions
- Must be familiar with the policies and procedures of court. *See* Smith v. State, 840 So.2d 404.

Research Shows

Defense Attorney attends staffing

Costs Savings ↑ 93%

Defense Attorney attends court sessions

Recidivism ↓ 35%

Community Supervision Officer

- Typically a probation officer or pretrial service officer
- Performs drug and alcohol testing
- Checks on participants through home or employment visits
- Acts a liaison to their department

Law Enforcement Officer

- Typically a police officer, sheriff, or jail official
- Eye and ears of the drug court on the street
- Acts a liaison to their department
- May assist with home or employment visits

Research Shows

Law Enforcement is a member of the treatment court team

Recidivism ↓ 88%

Law enforcement attends court sessions

Recidivism ↓ 83%

Treatment Representative

- Typically an addiction counselor, social worker, psychologist, or clinical case manager
- Creates treatment plans
- Provides clinical case management
- Provides information regarding participant progress at staffing
- Develops a continuing care plan with participants, including relapse prevention.

Research Shows

Treatment communicates with court via email

Recidivism ↓ 119%

Treatment court works with two or fewer treatment agencies

Recidivism ↓ 76%

**Treatment court offers
mental health treatment**

Recidivism ↓ 80%

Treatment representative attends court sessions

Recidivism ↓ 100%

Beyond the Core Team



HEALTHCARE
PROVIDER



MENTAL HEALTH
PROVIDER



PHARMACIST



HEALTH DEPARTMENT
REPRESENTATIVE



VOCATIONAL
REHABILITATION
PROVIDER



PUBLIC HOUSING
REPRESENTATIVE



EVALUATOR/RESEARCH



SCHOOL
REPRESENTATIVE



Pre-Court Staffing Meetings

What Happens in Staffing?

- All core team members attend
- Staffings are closed
- Review participants' progress
- Develop a plan to improve outcomes
- Prepare for the court hearing

The purpose of staffing is to present a coordinated response to offender behavior

Information Sharing at Staffing

- Sharing information between team members reduces the burden on participants.
- Understand how HIPAA and other confidentiality statutes apply
 - Does not prohibit treatment professionals or criminal justice professional from sharing information related to substance use and mental health treatments.
- Scope of disclosure must be limited to minimum information necessary to achieve intended aims of disclosure.

Waivers

- Have you checked your waivers to make sure they comply with HIPAA, CFR Part 2, and state laws?
 - Must have a legally valid informed consent document that specifies what data elements may be shared, with whom, and for what authorized period of time
- Consent must be written
- Need a waiver for every individual in the staffing

Basic Information that Can be Shared

- Compliance with electronic monitoring, home curfews, travel limitations, and geographic or association restrictions
- Adherence to legally prescribed and authorized medically assisted treatments
- Procurement of unauthorized prescriptions for addictive or intoxicating medications
- Commission of or arrests for new offenses
- Menacing, threatening, or disruptive behavior directed at staff members, participants or other persons

Basic Information that Can be Shared

- Attendance at scheduled appointments
- Drug and alcohol test results, including efforts to defraud or invalidate said tests
- Attainment of treatment plan goals, such as completion of a required counseling regimen
- Evidence of symptom resolution, such as reductions in drug cravings or withdrawal symptoms
- Evidence of treatment-related attitudinal improvements, such as increased insight or motivation for change
- Attainment of Drug Court phase requirements, such as obtaining and maintaining employment or enrolling in an educational program



Communicating With Your Team Members

Communication Strategies

Effective communication enhances team decision making

- Avoid ego centered communications
- Give all team members equal opportunities to speak
 - Listen attentively
 - Find common ground
 - Show understanding
- Engage in team building exercises

Status Hearings - In the Courtroom

- In court the Judge speaks directly to the participant
- Decisions are based on what team members discussed in staffing
- All core team members attend the status hearing

Research Shows

All team members attend status hearings regularly

Costs Savings ↑ 35%

Recidivism ↓ 35%

Carey, S.M., Mackin, J.R., & Finigan, M.W. (2012). What works? The ten key components of drug court: Research-based best practices. Drug Court Review, 8(1), 6–42.

Team Training

- Successful teams have a wide knowledge of best practices in areas affecting drug court
 - Substance use disorder
 - Mental health
 - Complementary treatment
 - Social services
 - Community supervision
 - Drug and alcohol testing
 - Cultural competency
- Training happens at all stages
 - Pre-implementation
 - New staff training
 - Continuing education

Research Shows

New hires complete a formal training or orientation

Recidivism ↓ 57%

All team members received training prior to implementation

Cost Savings ↑ 238%

Carey, S.M., Mackin, J.R., & Finigan, M.W. (2012). What works? The ten key components of drug court: Research-based best practices. Drug Court Review, 8(1), 6–42.



Questions and Comments

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Thank you!

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